

Basic Approach

The Terumo Group refers to all of its employees as “associates” to reflect the fact that they are viewed as valued colleagues. The growth of Terumo comes through the diverse associates around the globe who have joined Terumo to work, learn and grow vigorously in a way that suits each of them. Terumo is also contributing to its own growth.

With the rapid pace of change in the environment in which we operate our business and in which our associates work, it is becoming ever more vitally important to synchronize our human resources strategies with our management strategies. By implementing our global human resources strategies and supporting our associates to perform at their best, we are driving the development of global management for the Company.

We will realize the enhancement of corporate value by strengthening associates’ identification with our Group mission of “Contributing to Society through Healthcare,” and fostering a shared sense of Terumo’s purpose.

Human Resources Development

We recognize that the development of human resources is imperative to the implementation of Terumo Group growth strategies. With this in mind, we are implementing human resources strategies oriented toward supporting the Group’s management and businesses. Specifically, we are focusing on leveraging and developing diverse leaders who will support our global business and strategic workforce planning to build new capabilities for the organization as a whole with an eye on future management strategies. In addition, we are building an environment in which associates are able to fully exercise their ability. To this end, we encourage each associate to adopt a “learning mindset” to continue to learn new things on an ongoing basis and we assist their continued growth. We are also focusing on promoting effective collaboration beyond the boundaries of specific businesses, functions, and regions to realize a better Associate Experience.

To support the Groupwide implementation of these strategies, the Global Human Resources Department has been established under the Chief Human Resources Officer (CHRO). The department

Global Human Resources Strategy



collaborates with human resources departments of Group companies in Japan and overseas to share the measures and issues at each company. In addition, we have a dedicated human resources team comprising members from various regions and organizations to advance shared human resources measures.

Global Human Resources Development

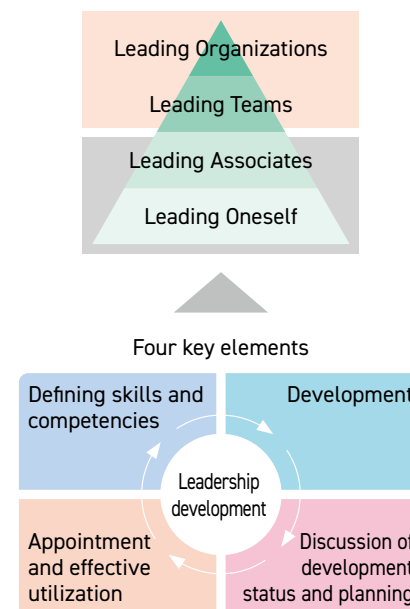
With operations in more than 160 countries worldwide, the Terumo Group is promoting the development of human resources capable of excelling on the global stage. We have clearly presented a global common framework for sustainable pipeline of leadership development at each management level and designed initiatives based on four consistent elements. In fiscal 2019, we defined the leadership skills and competencies that will be required in order to meet the Terumo Group’s future business challenges, and we launched the Global Leadership Development Program for executives to develop global management talent that possesses these skills and competencies. In this 18-month program, associates selected globally who are potential candidates for managerial positions in the future take on the challenge to generate new value for Terumo through collaboration with one another.

In addition, starting from fiscal 2021, information about the

Terumo Group’s key talent is shared among senior management and presidents of Terumo entities for discussions on development, deployment of those talents across the Group to expand the pipeline of global leaders and strengthen the organization. In addition, we are undertaking systematic continuous succession planning of potential successors of our business unit entities CEO positions incorporating external objective assessment based on a common global framework so that the CEOs are able to lead sustainable business growth.

Assignments from Japan to overseas Group companies or between overseas Group companies across countries and organizations also play an important role in creating opportunities for cultivating associates. In Japan, we regularly conduct the Overseas Training for Developing Global Human Resources program, which dispatches young associates who have been with the Company for two to five years to overseas Group companies in order to develop human resources through practical experience.

Leader Development Framework



Human Resources Development/Training System (Terumo Corporation)

At Terumo, we believe the growth of our business is the sum total of the growth of individual associates, and we manage our human resources policies with the fundamental intent of supporting the ongoing growth of diverse human resources. Human resources development starts with practical skills acquired through on-the-job training (OJT) and a variety of training programs designed to supplement OJT. We believe that the most effective learning comes from individual motivation and feeling of the necessity to learn; associates with this motivation can nominate themselves to participate in various voluntary and selective training programs.

Level-Based Training

Terumo supports the ongoing growth of its associates through training designed to help them acquire the skills necessary at various levels—including new associates, associates who have been at the Company for two years, mid-level associates, and managers—and in various roles. In fiscal 2018, we launched a new training program targeting all managers, with the aim of enabling them to acquire the contemporary communication skills necessary for effectively responding to the current operating environment, which is characterized by volatility, uncertainty, complexity, and ambiguity (VUCA). We have also introduced a new career design training program targeting associates who have been with the Company for 10 and 20 years, and associates reaching the age of 50, with the aim of helping associates to take more control over their own career development.

Self Development

At Terumo, a diverse range of learning opportunities are provided for all associates that have a passion for growth, whether they are new to the organization or veterans. The available programs cover a wide range of subjects, including basic business skills and English, to ensure that associates can find a program that suits their needs. The basic requirement for these programs is the desire of associates to participate on their own will.

Development of Management Leaders

Terumo formulates and reviews succession plans on an annual basis, with the aim of realizing the systematic development of

candidates for both senior management and individual departmental leader positions. While on-the-job training through work plays a fundamental role, in order to speed up the personal growth process, we implement trainings for selected associates, including associates during their first five years with the company, in mid-level positions, in early-stage management positions, and in general manager positions. Participants in these trainings include not only associates who have been instructed to participate, but also associates who have proactively volunteered to participate. The training thus helps to identify new candidates for leadership positions. These programs cover such topics as management perspectives, management capability assessments, management literacy, and liberal arts. The rigorous curricula of these programs are designed to support the growth of associates aspiring to take part in management in the future.

In Japan, Terumo has created a system that aims to develop the global human resources needed to execute its future global strategies. We do this by supporting people with strong desires to develop themselves by choosing to earn an MBA or similar qualification in Japan and overseas. The system allows associates to take leave for as long as is needed to complete their studies and allows them to take unused paid leave, including leave that had expired prior to the start of the period of leave, for their studies. In addition, the Company may approve interest-free loans for tuition and living expenses, and under certain conditions, make a partial contribution toward entrance fees and tuition. Behind this support is an appreciation not only for the knowledge and skills that can be gained but also for the invaluable experience of interacting with people from other countries and facing difficult challenges in a different cultural context.

Development of R&D Talent

Terumo conducts research and development on an ongoing basis with the aim of contributing to the advancement of healthcare through innovation created by merging the knowledge and technologies in specialized fields that associates have acquired at educational institutions. Moreover, associates are given access to the Advanced Terumo Medical Academy (ATOM) program after joining the Company so that they can quickly acquire the medical insight required of Terumo engineers. In this program, associates study medical textbooks via e-learning; receive lectures from doctors, nurses, pharmacists, and other medical professionals active in clinical settings; and take part in a training curriculum. In addition,

we utilize internal social media services to promote networking among engineers and facilitate in-house development, and perform medical device surveys through means that go beyond the standard connections between business sites. We have also been implementing a wide range of related initiatives for many years now, including incorporating training on the Biodesign Program, a medical device development approach originating from the United States, providing education on new development approaches, and arranging observation tours of medical settings. All training programs are carefully planned based on the concept of instructional design to set the necessary goals for associates engaged in research and development and to ensure that the learning content necessary to achieve the goals is acquired effectively and efficiently while stimulating trainees' interest.

Terumo is well aware of the importance of flexible thinking, broad insight, and interpersonal networks. For this reason, we actively support those associates seeking to undergo external training through short- or medium-term programs of their own accord. External training provides opportunities to acquire insight and technologies not available within the Company through instruction from external instructors and also helps associates form interpersonal networks. The types of external training available to associates include the Management of Technology program, biomedical engineering curriculum, and other curricula as well as inter-industry personnel exchanges.

Development of *Monozukuri* Associates

At its production sites, Terumo promotes the transfer of skills, experience, and *monozukuri* (product creation) spirit from veteran associates to their younger colleagues. To this end, we are developing systematic curricula for various levels as well as training environments and instructors. In addition, Terumo continues to hold its annual *Ikuseijuku* training to teach new associates assigned to production, engineering, or development positions about the principles of *Gemba* (field/floor), *Genbutsu* (actual product), and *Genjitsu* (reality). In addition, we have a program in place in which Terumo Expert System (TES) associates—veteran associates rehired after mandatory retirement—call upon their years of *Gemba* experience to act as teachers for supporting the standardization of shared skills for use at factories, the *Gemba* for *monozukuri*, and the acquisition of these skills.

Main Content of the Human Resources Development System (Terumo Corporation)

Level-Based Training	Training for personnel appointed to new positions (including officers, general managers, managers, and mid-level associates), second-year training, training for new associates, career design training, and communication training
Self Development	Business dojo, management school support, online business training, internal English conversation school, internal recruitment of project members, and WAIGAYA TALK
Development of Management Leaders	Individual training for officer candidates, management dojo, development training for new generation leaders, system for supporting associates to study for MBAs (for associates who have completed at least one year with the Company and are no older than 39), acquisition support for MBAs (for associates who have completed at least two years with the Company), fast-track development system for young associates, and overseas training for development of global human resources
Development of R&D Talent	<ul style="list-style-type: none"> •Advanced Terumo Medical Academy (ATOM) •MOT and Biomedical, and R&D-related cross-industry exchange and training, etc.
Development of Monozukuri Associates	<i>Ikuseijuku</i> training to help associates learn the principles of <i>Gemba</i> (field/floor), <i>Genbutsu</i> (actual product), and <i>Genjitsu</i> (reality)

Evaluation Feedback and Career-Planning Interviews

At Terumo, supervisors hold meetings with associates twice a year at which they provide the associates with feedback on how they have been evaluated. During these meetings, besides informing the associates of their evaluation results, the supervisors also talk with the associates to share areas for improvement and actions that need to be taken, so that the associates can obtain insights and be able to achieve growth.

Terumo also holds annual career-planning interviews that encourage associates to think carefully about their careers and discuss their thoughts with their supervisor. These interviews involve the development of career plans and specific performance targets. Data from the interviews is managed and used as the basis for determining assignments and providing other forms of individualized career support.

ACE In-House Job Posting System

In Japan, Terumo operates an in-house job posting system called “ACE.” Set up in 1997, this system enables associates from a range of departments and job types to enhance their careers by taking on new challenges and opportunities. For those with a strong desire to move their career to the next level, the system, which is open to associates regardless of age or gender, presents opportunities to gain experience and develop as business professionals.

Fostering of Motivating and Challenging Work Environments

At Terumo, we respect the individuality of our associates while working to foster a workplace environment in which each individual can realize his or her maximum potential. We also provide ample opportunities for those with a willingness to grow to widen their fields of activity. Our goal, based on these initiatives, is to enable each associate to contribute their individual strengths to their team, enhancing performance and creating a strong, motivating workplace.

Terumo Patient’s Day

At the root of what motivates our associates is the strong belief that our work is meaningful. This is captured in our Group mission, “Contributing to Society through Healthcare.” Since 2013, we have been conducting an in-house event around the world called “Terumo Patient’s Day” to provide opportunities for associates to reconnect with our mission and consider anew what it means to personally contribute to the advancement of healthcare, and to reflect on the value we provide to society. At Terumo Patient’s Day, associates listen to moving accounts of what patients have experienced in their struggle to overcome illness. This enables associates to directly reflect on the connection between their everyday work and frontline patient healthcare.

Internal Award Programs

Terumo has developed various internal award programs with the aim of heightening the motivation of its associates.

Terumo Global Awards

The Terumo Global Awards is an annual award program open to all Terumo Group companies. This program is designed to recognize associates that have made large contributions to either the Group or society through business success or excellence in community outreach.

“Gemba-no Hokori” Awards

Terumo recognizes associates that work diligently in lesser acknowledged endeavors through the “Gemba-no Hokori” awards (literally, the “Honor the Front Line” awards), which are presented each year.

Various other unique award programs can be found at Terumo Group companies around the world.

Terumo Fellows

Associates named as Terumo Fellows possess superior expertise and practical experience in the fields of technology, research, clinical development, and regulatory affairs and have made conspicuous contributions to medical settings throughout the world. Since establishing the Terumo Fellows system in 2016, we have inducted six associates as Terumo Fellows.

Management–Worker Dialogue

Terumo recognizes that a healthy management–worker relationship based on trust and mutual understanding is extremely important for it to grow and develop together with its associates. In Japan, all non-managerial associates are members of the workers’ union (Terumo utilizes a union shop system). Input from the workers’ union is treated as valuable feedback, and we resolve issues by taking actions that are acceptable to both management and associates. In Japan, we arrange forums for discussion with senior management as well as regular management–worker conferences, held once a month in principle. By facilitating reciprocal communication through such forums, the relationship between management and the workers’ union has been developed into one in which both sides work as partners to bring about mutual growth and development.

In addition, we hold timely discussions regarding work-style

reforms, “Kenko Keiei” (health and productivity management), and other Companywide measures to support the endeavors of associates through a united management-worker effort. We also work to enable a free and vigorous exchange of views throughout the Company through surveys and feedback via the workers' union.

Associate Engagement Surveys

In order for associates to be able to fully exercise their capabilities, it is important that their experience of working at Terumo is enriched as much as possible, and for them to be able to feel a sense of purpose, and engaged. Terumo calls this the “Associate Experience.”

In fiscal 2020, Terumo implemented its first Group-wide global survey of the Associate Experience. The survey results showed that, positive answers to the question on whether the work is meaningful accounted for the largest share, responses varied by entities or department on other question categories which highlighted opportunities for improvement at each organization. On the basis of these results, we will identify key areas to focus on going forward by each organization which will enable us to take meaningful actions. We are working to promote generating synergies on these efforts by coordinating the various initiatives being implemented, so as to enhance Associate Experience throughout the Terumo Group as a whole.

Within Japan, we implement the associate engagement surveys. Associate engagement surveys are administered to associates at all business sites in Japan once a year. These surveys contain questions through which associates rate their expectations and levels of satisfaction with regard to the Company, workplace, and supervisors. In fiscal 2020, 92.4% of associates responded to the surveys. The findings of these surveys are relayed to associates' respective organizations to enable these organizations to objectively analyze their current organizational status, so as to formulate and implement action plans aimed at realizing improvement. Other initiatives for utilizing survey findings to drive positive change include cross-divisional workshops and communication training sessions.

Employee Shareholding Association

An employee shareholding association system has been adopted for associates at Terumo Corporation and at its domestic subsidiaries. In encouraging associates to hold shares in the Company, we are aiming to cultivate a stronger sense of associate participation in management. At the same time, the Company provides associates with additional bonus payments based on how much they have invested in company stock, which helps associates to build up their financial assets.

Diversity and Inclusion

At the Terumo Group, as a global corporation with unique excellence, we position diversity and inclusion as a shared foundation for the entire Group. We promote acceptance of diverse associates, of all ethnicities, nationalities, genders, religions, and disabilities, and we promote mutual respect for one another as individuals, with the aim of creating working environments that enable associates to grow together with the organization. By accepting a wide range of differing values and promoting mutual recognition of diversity, we aim to be a company where differing ideas and knowledge are fused to create new value. This aspiration is exemplified in the inclusion of “Respect—Appreciative of others” among Terumo's Core Values.

In promoting such efforts, we created an original logo for use in purposes such as internal education activities. Based on the theme of “overlap,” the logo is composed of overlapping upper- and lower-case letters of different colors to express the idea of associates exercising their unique qualities and energetically pursuing productive activities while acknowledging values different from their own.



Promotion System

At Terumo, the Human Resources Department and Global Human Resources Department collaborate with individual Group companies, both within and outside Japan, to promote diversity and inclusion on a Groupwide basis from a variety of perspectives, with the Diversity Promotion Department playing a central role. Reports are submitted to the Board of Directors on a regular basis regarding planning and initiatives for diversity promotion. In fiscal 2020, the Board discussed issues affecting women's advancement within Japan and future measures in this area, and various suggestions based on diverse perspectives were received from independent directors.

Diversity Management

Terumo is developing workplace environments that are conducive to contributions by its diverse associates to underscore their ability to create new value. These efforts are driven in part by messages for associates from members of Terumo's senior management stressing the importance and meaningfulness of diversity management. These messages are uploaded on to the Company intranet to further promote understanding among associates. We also share information on diversity initiatives with business division human resources representatives (primarily those for factories) and arrange regular forums for discussion between these individuals. Furthermore, training programs are implemented with the aim of fostering leaders with the management skills necessary for overseeing organizations with diverse employee bases.

Major Initiatives Implemented So Far

- Female independent directors and external lecturers give lectures and workshops for senior managers, individual departments and factories, and sales managers
- Managers announce what initiatives they will be implementing in their own department to promote diversity, and post this information on the Company intranet
- Holding of diversity management training session for managers (with content including: management approaches that can effectively draw out the skills of diverse associates, including women and non-Japanese individuals, and how to interact with subordinates from diverse backgrounds)

- Conduct of level-based trainings on the skills needed to be able to effectively manage diverse talents and work-styles, and on unconscious bias
- Implementation of awareness raising activities and training sessions on unconscious bias for all Terumo associates (included seconded personnel)

Promotion of Active Participation by Female Associates

To strengthen initiatives aimed at promoting active participation by female associates, which is one facet of the Company’s diversity management efforts, Terumo has established a project team for promoting active participation by female associates, and is implementing various related measures.

In the General Employers Action Plan formulated in fiscal 2019 based on Japan’s Act on the Promotion of Female Participation and Career Advancement in the Workplace, we set the target of having at least 8% of Terumo’s managers be women by March 31, 2022. To accomplish this goal, we are developing workplace environments that allow female associates to fully exercise their talents in an effort to promote contributions from female associates that can heighten their own awareness and skills as managers and reflect the ability to make decisions based on their own diverse perspectives. To realize the goal outlined above, besides continuing to require that at least 50% of new associates recruited for planning and sales positions are women, we are also implementing measures for the systematic development of female leaders. In addition, with regard to mid-career hiring, we are actively promoting recruitment of female talent as candidates for future management positions, as well as for specialist positions such as lawyers, and for managers and manager candidates.

We provide all associates, regardless of gender, with opportunities to think about their values and the careers they would like to build going forward. We also promote the development of a working culture that is conducive to diverse associates acknowledging each other and working in comfort.

As of March 31, 2021, 17.4% of Terumo Corporation’s associates and 8.1% of its managers were women.

Number and Percentage of Female Managers (Terumo Corporation)

	FY2017	FY2018	FY2019	FY2020
No. (employees)	55	59	67	69
Percentage (%)	6.4	6.9	7.7	8.1

Systematic Development of Female Leaders

Terumo is implementing various initiatives to develop female leaders in a systematic manner.

Major Initiatives Implemented So Far

- Engaged in initiatives for improving diversity management skills in managers that have responsibility for developing female leaders
- Systematically dispatch female associates to take part in programs offered for female leaders by external training institutions, in order to develop female leaders and future management candidates
- Adopt a flexible stance toward determining promotions and assignments to tailor these decisions to the circumstances of individuals and ensure that career development efforts are not impeded by life events such as childcare leave

Worldwide Events Held in Conjunction with International Women’s Day

March 8 has been declared as International Women’s Day. The Terumo Group endorses the goal of International Women’s Day, and holds various events worldwide relating to it.

Major Initiatives Implemented So Far

- Dissemination of messages from senior management (a discussion session with participation from female leaders is held at the same time)
- Holding of unique events by group companies throughout the world

Promotion of Active Participation by Global Human Resources

The Terumo Group aims to be an organization where diverse human resources can play an active role, regardless of race or nationality. One of the major measures conducted by the Group in this regard is the Global Mobility Program. Through this program, we transfer associates from Japan to overseas Group companies and between overseas Group companies across countries and organizations in order to promote contributions by diverse human resources that extend beyond the boundaries of region and business.

In Japan, we are engaged in recruiting overseas human resources regardless of nationality and promoting the recruitment of global human resources by accepting overseas university students and international students in Japan as interns. We are also working to create an environment where every associate—regardless of nationality or language—can work more comfortably. For example, we have established internal infrastructure such as bilingual internal emails and office bulletin boards to assist English-speaking foreign associates.

Support for Contributions by Senior Associates

In Japan, Terumo introduced TES, or the Terumo Expert System, in fiscal 1998 as a way to rehire retirees with outstanding skills and expertise. Many associates have been brought back through TES and continue to make the most of the expertise they developed over many years. These Terumo Experts work not only in highly specialized areas but also in a wide variety of other areas where they contribute to the Company by drawing on their wealth of experience to provide guidance and advice to younger associates.

Furthermore, we have introduced a career advisor system to offer additional support for the contributions of senior associates. Through this system, advisors with management experience at the Group meet with all rehired associates on an individual basis to quickly identify any issues they might face and offer advice.

Employment of Individuals with Disabilities

By providing job opportunities that match the capabilities and aptitudes of various individuals, Terumo promotes the employment of individuals with disabilities to allow them to pursue rewarding lives as independent members of society. In fiscal 2018, we accelerated our efforts to support the development of workplace environments in which associates with disabilities are able to feel more comfortable working and better exercise their talents. Specifically, we introduced a new system in which associates with certifiable disabilities can receive 12 days of special paid leave a year in order to provide them with peace of mind when taking days off for hospital visits, hospitalization, or simply resting when in poor health. In fiscal 2020, individuals with disabilities made up 2.27% of our workforce in Japan.

Inclusion of Sexual and Gender Minorities

In order to create a workplace environment wherein associates with different backgrounds respect each other and can work to the fullest of their ability, Terumo is engaged in various initiatives from the perspective of sexual and gender minorities, such as members of the LGBT community.

In January 2017, a clear stipulation prohibiting harassment on the basis of sexual orientation or gender identity was included in Terumo’s work regulations. In addition, the revised Terumo Group Code of Conduct, which was announced in April 2019, included a commitment to maintaining a workplace environment in which people would not be unfairly favored or disadvantaged on the basis of sexual orientation or gender identity.

Topics pertaining to the prevention of harassment based on sexual orientation and gender identity were incorporated into the harassment training provided to all associates. We are also striving to enhance associates’ understanding of LGBT issues through measures such as the installation of unisex restrooms, and the holding of LGBT sensitivity training sessions by external lecturers.

Work-Life Balance

Work-Style Innovation

Recognizing that the contributions of each and every associate drive the ongoing growth of the Company, Terumo is promoting work-style innovations to enable all associates to fully exercise their talents. Through these work-style innovations, we seek to reduce overtime work and redesign human resources systems while also enabling associates to adopt flexible work styles that match their work or lifestyle in order to realize greater productivity.

System	Description
Staggered working hours system	Adjustment of start and end of work day by up to two hours available according to daily work and schedule
Flexible working hours system	Flexibility for each associate to set their own start and end times and working hours within the total number of hours set for each month
Work-interval system	System to ensure that a total of at least eight hours transpire between the end of working hours for one day and the beginning of working hours for the next day to prevent overwork
Work-at-home system	Available to all associates with unlimited number of uses
Satellite offices	Satellite offices established, mainly in the Tokyo metropolitan area, to support location-free work styles
Paid half-day leave	Paid leave for taking a half day off in the morning or afternoon available
Hourly paid leave	Paid leave available in hourly units
Refreshment leave	Five days of refreshment leave (special paid leave) for associates who have been working for 10 or 20 years or who have retired and transitioned to the Terumo Expert System

Proper Working Hour Management

To promote the enhancement of working efficiency, besides implementing rigorous management of daily working hours, Terumo is also promoting the building of a workplace environment in which “work time is for work and off-time is for rest.”

Major Initiatives Implemented to Enhance Working Efficiency and Ensure Appropriate Working Hours

- Using new technology to reduce production process manpower requirements
- Saving labor through the adoption of automation technologies such as robotic process automation (RPA)
- Adjusting operations and making them more efficient
- Establishing a minimum of one “no overtime” day per week
- Sending alerts when hours worked outside normal working hours reach a specified level
- Providing managers with periodic notifications and training
- Establishing Company holidays
- Promoting the taking of paid vacation days

Ratio of Paid Vacation Days Taken (Terumo Corporation)

	FY2018	FY2019	FY2020
Ratio of days taken (%)	71.0	72.0	59.9

Childcare and Nursing Care Support Systems

Terumo is fostering a workplace environment that enables associates to realize their maximum potential by supporting flexible work styles that accommodate childbirth, child-rearing, nursing care, and other life events.

Childcare and Nursing Care Support Systems (Terumo Corporation)

	System	Description
Childbirth	Maternity leave	Up to six weeks' leave can be taken before childbirth, and up to eight weeks' leave after childbirth.
	Parental leave for spouses	Two days' leave can be taken within one month of the spouse giving birth.
Childcare	Long-term childcare leave	Leave available to be taken until the child reaches the age of 14 months (until the child reaches the age of three if there are special circumstances such as being unable to enter a nursery school). Up to 30 days of expired paid leave can be used at the beginning of leave. Leave available to male associates within eight weeks of spouse giving birth, and another period of leave that can be taken until the child reaches the age of 14 months if initial leave is used within the first eight weeks (up to twice).
	Shortened working hours	Working hours can be shortened by up to two hours per day until the child finishes elementary school (approximately age 12).
	Adjusted working hours	The start and end time of regular working days can be moved forward or backward by up to two hours until the child finishes elementary school (approximately age 12).
	Exemption from working outside normal working hours	Until the child reaches the age of three: The associate concerned can submit an application to the Company to be exempted from working outside normal working hours, and to be exempted from late-night working. Between the child's third birthday and starting elementary school (approximately age seven): The associate concerned can be exempted from working more than 24 hours a month or 150 hours a year outside normal working hours, and to be exempted from late-night working.
	Work-at-home system	Available with unlimited number of uses.
Nursing care	Long-term nursing care leave	Leave can be taken up to three times for a cumulative total of up to three years for each family member requiring nursing care. Up to 30 days of expired paid leave can be used at the beginning of leave.
	Shortened working hours	Working hours can be shortened by up to two hours per day for a cumulative total of up to three years.
	Adjusted working hours	The start and end time of daily working hours can be moved forward or backward by up to two hours for a cumulative total of up to three years.
	Work-at-home system	Available with unlimited number of uses.

Support for Helping Associates Return to Work after Childbirth and Childcare Leave

In fiscal 2013, we began holding career-resumption seminars for female associates currently on childbirth or childcare leave, and for their supervisors. At these seminars, we invite female associates that have experience with adjusting to changes in the balance between work and child-rearing to offer their insights regarding this adjustment. These associates also outline key developments at the Company that have taken place while the returning associates have been on leave and the preparations and attitude needed for a smooth return to work.

In addition, supervisors were briefed on various systems that help associates balance work and family responsibilities as well as the importance of individual meetings with associates returning from childcare leave. Supervisors were also given guidance on the evaluation scheme and assignment of associates. The aim of this was to provide supervisors with management tools for aiding associates in adopting diverse work styles to fully exercise their skills and thereby support their career development from a long-term perspective. In fiscal 2020, this was implemented not only in our head office, our sales offices, and our Shonan Center, but also at individual factories.

Encouraging of Male Associates to Take Childcare Leave

At Terumo, we encourage our male associates in Japan to take childcare leave. Reminders of this policy are sent to the supervisors of male associates whose wives have just given birth and to the associates themselves. The Company has also introduced a system whereby, if an associate takes childcare leave within eight weeks of their spouse giving birth, they can subsequently take a further period of childcare leave, to be taken before the child reaches the age of 14 months. Interviews with associates that have made use of the system are posted on the Company intranet to spread awareness of the system and help create an environment where it is easier for men to participate in child-rearing. As a result of these measures, Terumo has seen a steady rise in the number of male associates opting to take childcare leave. In fiscal 2020, a total of 89 male associates, or 63.1% of all applicable associates, took child-

care leave. In encouraging male associates to take childcare leave, we recognize that having understanding supervisors and an environment conducive to taking leave as desired are of utmost importance. It is expected that male associates who have taken childcare leave will have developed a strong understanding of the benefits of workstyle diversity and will be effective contributors to the creation of a work environment where everyone can fully exercise their skills.

Number and Percentage of Male Associates Taking Childcare Leave (Terumo Corporation)

	FY2016	FY2017	FY2018	FY2019	FY2020
Associates taking childcare leave (employees)	68	72	82	90	89
Percentage of applicable associates taking leave (%)	50.0	48.6	53.9	63.4	63.1

Acquisition of Kurumin Certification under Japan's Act on Advancement of Measures to Support Raising Next-Generation Children

Terumo has maintained the Kurumin certification* since 2014, signifying it as a company that actively works to support the raising of children.

* Established under the Act on Advancement of Measures to Support Raising Next-Generation Children, this system enables companies that have established a General Employers Action Plan and have met certain standards to apply to the Ministry of Health, Labour and Welfare for certification as a company that supports the raising of children.



Participation in “IkuBoss* Alliance”

In June 2018, Terumo joined the “IkuBoss Alliance,” a business network operated by the nonprofit organization Fathering Japan. Through our participation in the IkuBoss Alliance, we aim to increase the number of “IkuBoss” supervisors in the Company who specialize in creating workplace environments that are empowering and comfortable for all and in helping their teams fully exercise their skills.

* One who supports the work-life balance, careers, and lives of their subordinates and staff and seeks to create results for the organization while achieving a good work-life balance themselves.

Support for Balancing Work with Nursing Care

In preparation for the challenges of nursing care, which every associate may eventually face, Terumo has instituted a system to support associates balancing work and nursing care responsibilities. We also provide information and consultation venues to assist associates in achieving such balance and have taken steps to promote their awareness of these support options.

Item	Details
Nursing care columns	Introduction and explanation of wide-ranging information in support of nursing care by a specialized lecturer through the intranet
Nursing care seminars	Nursing care seminars by specialized lecturers held for associates nationwide
Individual nursing care consultation events	Regular individual consultation events held by a specialized lecturer (family members may attend)
Nursing care handbooks	Preparation and distribution of handbooks under the guidance of a specialized lecturer to encourage associates to discuss nursing care with family members while they are still healthy

Rehiring of Former Associates through the Career-Return System

Terumo has opened a pathway to rehire associates who have left because of marriage, childcare or nursing care responsibilities, or the relocation of their spouse. The Career-Return System expands the range of employment choices for associates who wish to resume their careers at Terumo in Japan. By helping associates resume their careers, we are making it possible for them to put their broad experience and skills to use and contribute to Terumo’s growth.